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## **Amendment Item 1:**

Provide responses to the clarifying Questions received from the Offerors for the "Question received on the clarification of Cost Share requirement" given in the responses to the questions and the Amendment No 01, dated October 17, 2016 Please find below the response to the question asked by prospective Offerors;

# Responses to Questions asked by Offerors:

NO	Questions By Offerors	Answers/Responses By USAID
NO 1	As we were reviewing the amendment, a clarification question came up regarding a change to the solicitation. In the answer to question number 5, we noted that cost share has been added as a requirement. We wanted to bring to USAID's attention that cost share cannot be required in an acquisition instrument. Cost share is used for recipients of grants and cooperative agreements as an element of the USAID-recipient relationship, not a contractual relationship. Since cost share cannot be required, we wanted to clarify that what USAID instead envisioned a 2:1 leveraging ratio of private	Answers/Responses By USAID  The observation is correct. PATTA's RFP is amended to replace the term "cost share" with "leverage." For additional guidance on leveraging private sector resources, please see USAID's Global Development Alliance Annual Program Statement Appendix I: The Private Sector Resource Requirement: <a href="https://www.usaid.gov/sites/default/files/documents/15396/GDA%20APS_APS-OAA-16-000001_2016.pdf">https://www.usaid.gov/sites/default/files/documents/15396/GDA%20APS_APS-OAA-16-000001_2016.pdf</a>
	sector resources on relevant activities. Since this has a significant impact on offerors' approaches in the proposal, we respectfully request additional guidance on this at your earliest convenience	

# **Amendment Item 2:**

Extend the "Closing Date of Receipt of Proposal" from October 27, 2016 (5:00 p.m. Pakistan Time) to November 05, 2016 5:00 p.m. Pakistan Time, in the RFP and make amendment as follows;

- 1) In the cover letter on Page 1 of 160, delete the "Closing Date for Receipt of Proposals: October 27, 2016 (5:00 p.m. Pakistan Time) in its entirety and replace with, "Closing Date for Receipt of Proposals: November 05, 2016 (5:00 p.m. Pakistan Time).
- 2) In Block 9 of the solicitation Standard Form 33, on Page 3 of 160, amend the closing date form October 27 to November 05.

## **Amendment Item 3:**

Specific changes to the Request for Proposal (RFP) are as listed below:

A. Delete "SECTION C— STATEMENT OF OBJECTIVES" of the RFP in its entirety and replace with the following;

#### SECTION C— STATEMENT OF OBJECTIVES

[USAID WILL REPLACE THE STATEMENT OF OBJECTIVES WITH THE CONTRACTOR PERFORMANCE WORK STATEMENT AT TIME OF AWARD]

# C.1 Purpose of the Statement of Objectives (SOO)

This Statement of Objectives (SOO) provides the objectives of the Pakistan Agricultural Technology Transfer Activity (PATTA) contract and is included in this Request for Proposal in lieu of a Statement of Work (SOW). Contractors must propose a realistic and cost-effective technical approach to maximize the results described herein. This SOO will not

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become part of the final contract, but will be replaced by the final negotiated Performance Work Statement (PWS)/ Technical Proposal submitted by the successful Contractor.

### C.2 Scope

PATTA is a four-year activity to identify, support, and bring to scale private sector solutions to improve agricultural productivity in Pakistan. PATTA will partner with agricultural technology related companies to commercialize products and services that can increase the productivity and competitiveness of smallholder farmers. PATTA's partnerships will give smallholder farmers broader access to affordable technologies to increase productivity, build resilience to climate change, and reduce post-harvest losses. PATTA will collaborate with and build on previous investments by USAID and other development programs to increase access to markets for smallholder farmers, and to increase overall development impact and cost-effectiveness. Besides support to commercialize technologies and introduce them to new markets, PATTA will also build human and organizational capacity of PATTA's partners to ensure sustainable and effective use of the technologies.

## C.3 Background

Agriculture is the primary employer in Pakistan, employing 45% of the country's total labor and 62% of rural labor. The agriculture sector contributes 20.9% to Pakistan's gross domestic product and has potential to accelerate growth in the wider economy. In order for Pakistan to transform itself into a stable and prosperous economy that is capable of creating enough opportunities for the over a million youth entering the job market every year, development of the agriculture sector in Pakistan will remain critical for job creation and sustainable economic growth.

However, growth in the agriculture sector has lagged behind other sectors for the last three decades, with productivity falling short of its potential in all major agricultural products. Meat production per animal compares poorly with world averages, while the horticulture sector shows low yields and high wastage compared to other countries. In fruits and vegetables, post-harvest losses are estimated to be at least 30%.

Outdated and ineffective agricultural technologies are among the leading causes for Pakistan's agricultural productivity falling short of its potential. Scaling up the production, marketing, distribution, and adoption of agricultural technologies in Pakistan is made challenging by a lack of information, difficulty in accessing credit, as well as a wide dispersion of smallholders, and the diversity of challenges facing different subsets of smallholder farmers, including women and other marginalized groups. "Adoption of Agricultural Technologies and Practices" is a review of existing literature on the availability, adoption, and barriers to agriculture technologies in Pakistan, and is posted to the USAID Development Experience Clearinghouse: http://pdf.usaid.gov/pdf\_docs/PA00M98R.pdf.

PATTA's development hypothesis is that broadening and accelerating the use of improved agricultural technologies, including quality seeds, fertilizers, better water management, and other improved production practices, such as those that reduce post-harvest handling losses and improve resilience to climate change, will increase the productivity and quality of production, allowing farmers to access more markets, and, in turn, increase smallholders' incomes and employment.

To ensure sustainability in the use and benefits of agricultural technologies, PATTA will adopt a market-oriented approach to focus on consumer needs and encourage competition among private sector providers of products and services, rather than on providing grants and handouts. PATTA's private sector partners will disseminate agricultural technologies as part of their for-profit business model, and will be financially sustainable without donor or public resources.

#### C.4 Contract Objective and Expected Results

The objectives of PATTA are to partner with agricultural technology related businesses to:

- Increase smallholder farmers' access to affordable, appropriate, and effective agricultural technologies.
- · Enable agricultural technology related businesses to expand and adapt their products and services to meet

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smallholder farmers' needs.

• Scale up the adoption and use of agricultural technologies.

To achieve these objectives PATTA will:

- Conduct ongoing analysis of the risks, constraints, and opportunities associated with investing in and commercializing agricultural technologies.
- Build the capacity of agricultural technology related businesses to expand, adapt, and market the technologies.
- Support small and medium farmers, agriculture associations, service providers, and other agribusinesses to adopt and use the agricultural technologies.

Technologies and activities must demonstrate direct or indirect benefits for small and medium farmers, as well as potential for scale and widespread adoption.

Significant private sector involvement is essential to ensure that PATTA's approach is market-based and market-informed, and to build sustainability into the design of the activities. More specifically, private sector resources should be leveraged to at least 2:1 ratio, such that the value of private sector contribution in activities is at least two times the resources provided under PATTA. Please refer to Section C.5 for more guidance on private sector leverage.

In addition, PATTA will promote safe, effective, and efficient use of the agricultural technologies, in compliance with USAID environmental compliance regulations.

#### C.4.1 Contract Results

The Contractor will propose a market-driven technical approach and an effective management structure to achieve the following results for agricultural technology businesses partnering with PATTA:

- 1. Mobilize private sector investment in agricultural technology.
- 2. Increase the number of technologies or management practices made available for transfer.
- 3. Increase the sales value of agricultural technology products and services sold to smallholder farmers.
- 4. Build the capacity of agriculture technology related firms for product development, marketing, and outreach, to generate demand for their products and services.

The successful Contractor will propose targets (both annual and life of activity) for contract results that are ambitious and realistic based on the Contractor's independent analysis of Pakistan's agricultural sector. The analysis will include the demand and opportunities for agricultural technologies, the degree to which the technology meets that demand and is appropriate for local conditions, its potential development impact, cost effectiveness, risks, and the factors which limit and/or enable scaling up and widespread adoption. Widespread adoption includes expanding geographic breadth as well as reaching a greater number of small and medium-sized farmers.

The Contractor's proposed technical approach must be clear, feasible and sustainable, and designed to achieve measureable outcomes and results. The technical approach must demonstrate a strong understanding of PATTA's development objectives, thorough knowledge of local conditions, and include specific, illustrative activities and potential activity partners to demonstrate how contract results will be achieved and sustained.

The Contractor will also propose innovative methods to improve institutional support for technology adoption, such as financial service offerings (i.e. leasing arrangements, flexible payment plans), and capabilities for servicing and repair of technologies. The technical approach should leverage strategic professional networks and partnerships to increase demonstration effects, bring together complementary resources, and facilitate dissemination of information on technologies.

The indicators mentioned below should be included in PATTA's Monitoring and Evaluation (M&E) plan, and the

Contractor must establish realistic targets (annual and life of activity) and baseline data for these indicators. The M&E plan must be approved by USAID.

The indicators below are standard indicators for USAID. The definitions for these indicators can be found here: https://feedthefuture.gov/sites/default/files/resource/files/Feed\_the\_Future\_Indicator\_Handbook\_25\_July\_2016.pdf. For the custom indicator, offerors may propose alternative language, but the alternative indicator must still measure the same result.

- 1. Number of farmers and others who have applied improved technologies or management practices as a result of USG assistance (Standard Indicator: EG.3.2-17)
- 2. Number of full-time equivalent jobs created with USG assistance (Standard Indicator EG.3-9)
- 3. Number of for-profit private enterprises, producers organizations, water users associations, women's groups, trade and business associations and community-based organizations that applied improved organization-level technologies or management practices with USG assistance (Standard Indicator EG.3.2-20)
- 4. Value of new private sector capital investment in the agriculture sector or food chain leveraged through partnerships for commercialization of agricultural technologies (Standard Indicator EG.3.2-22 modified for this activity)
- 5. Number of firms receiving USG-funded technical assistance for improving business performance related to investments in in improved technologies (Standard Indicator EG.5.2-1 modified for this activity)
- 6. Number of tools, technologies, or practices in the process of commercialization as a result of USG support (Custom Indicator)

The Contractor may provide additional indicators that are aligned with its technical proposal to measure progress on PATTA, along with justifications. Indicators must be disaggregated by gender.

### C.5 Guiding Principles for Implementation

<u>Private Sector Partnership</u>: PATTA should leverage private sector partners' resources in order to promote a financially sustainable, commercial model to accomplish its development objectives. USAID expects a minimum of a 2:1 leverage of private resources in investments. That is, the value of private sector contribution in activities should be at least two times the resources provided under PATTA. Activities to promote technology adoption such as product promotion, service provision, training, and technical assistance, should be undertaken to the maximum extent possible by businesses, rather than the project. Productive linkages between suppliers and buyers should be promoted, and economic choice of agricultural technology consumers should be encouraged.

<u>Sustainability</u>: The Contractor must ensure that the benefits of the PATTA continue to accrue after the end of the contract. This will entail the private sector creating commercially viable businesses that continue to adapt and meet market demand for agricultural technologies; including after-sales support, repairs, and spare parts. The Contractor must conduct a sustainability analysis and develop a sustainability plan within 30 days of award.

<u>Coordination and Flexibility</u>: Close collaboration with USAID in the design of PATTA's work plan and in setting performance metrics will be critically important, as USAID and the Contractor adapt to changing conditions in a dynamic environment. The Contractor will coordinate with related USAID activities working on bringing proven agriculture technologies to Pakistan and adapting them to the local context (see Attachment J.11), and may utilize USAID partnership and financing tools such as the Development Credit Authority and Global Development Alliance. The Contractor will leverage the work of USAID and other development programs to strengthen public sector capacity and policy reform related to agricultural technologies.

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<u>Scaling Technology</u><sup>1</sup>: In the context of the PATTA, "scale" means that supported agricultural technologies should benefit a significant number of households and meet broad market demands, and sales should grow to new markets and reach previously underserved customer groups. The Contractors should conduct an assessment of the agricultural technologies, existing vendors, potential market demand, financial sustainability, and development impact prior implementing activities.

<u>Geographic Coverage</u>: PATTA is a nation-wide project, and activities in any part of Pakistan may be considered. However, the Contractor will conduct analysis to focus PATTA's resources on geographic areas with the potential to cost-effectively maximize development impact, particularly by building on previous investments of USAID and other development programs. See Annex I for a list of projects.

## C.6 Cross Cutting Contract Requirements

<u>Environmental Best Practices and Climate Change:</u> In order to identify any potential negative impacts and ensure compliance with USAID and USG environmental procedures, the Contractor will be required to develop procedures to assess the environmental impact of proposed assistance and develop mechanisms to address the relevant assessment requirements. The environmental compliance of the award will be guided by an approved Initial Environmental Examination (IEE).

<u>Gender</u><sup>2</sup>: The Contractor will develop strategies and focus on women in the design and implementation of PATTA's work plan to contribute to greater social equity and equality. The Contractor is responsible for complying with USAID's "Gender Equality and Female Empowerment Policy" and integrating gender into all relevant aspects of programming. The Contractor shall:

- Complete a concise gender analysis of target populations with approaches to boost commercialization of gendersensitive technologies within 30 days of award.
- Where appropriate, promote technologies that reduce gender inequalities. Additionally, the contractor shall identify the barriers for adoption of technologies by different genders. For example, if women lack resources to buy technologies, then the Contractor will propose activities to improve financing opportunities for women.<sup>2</sup>
- Collect gender-disaggregated data and monitor gender impacts of technologies.

<u>Local Participation and Ownership</u>: Successful implementation of PATTA will depend on effective and sustained local participation and ownership. Stakeholders include Pakistani agricultural technology manufacturers, retailers, financiers, farmers, processors, and other agribusinesses that want to expand and upgrade their businesses with agricultural technologies. The Contractor will engage local partners with the commitment and potential to maximize benefit from PATTA's interventions. Local market actors' incentives should be aligned to encourage local ownership and entrepreneurship. The Contractor must be cognizant of and proactively coordinate with the Government of Pakistan's efforts in the agricultural sector, including federal and provincial agriculture policies. Appropriate agricultural technologies may be sourced locally or internationally.

<u>Monitoring and Evaluation</u>: The Contractor will include a logical framework with the technical proposal to summarize the cause and effect relationship of its technical approach, along with illustrative indicators to measure the intended change. The logical framework should provide a summary of the illustrative inputs, expected outputs, indicators, data sources, and assumptions, establishing a coherent causal logic to achieve PATTA's objectives. Information about the logical framework is available at: <a href="http://usaidprojectstarter.org/content/logical-framework-lf">http://usaidprojectstarter.org/content/logical-framework-lf</a>.

After the award, the Contractor must submit an M&E Plan to measure implementation progress against performance indicators and related targets and benchmarks for USAID approval. The Contractor must develop performance indicators;

<sup>&</sup>lt;sup>1</sup> Further information on scaling technology: "Applying a Market Systems Lens to Technology Scale Up": http://pdf.usaid.gov/pdf\_docs/PA00KDNH.pdf

<sup>&</sup>lt;sup>2</sup> For examples on promoting women's empowerment in agriculture, Offerors may refer to: https://www.microlinks.org/library/WEAIInterventionGuide.

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collect necessary baseline, and annual follow-up data and numerical targets to measure the results for each activity component and to assess the impact of proposed interventions. The Contractor must produce a Performance Indicator Sheet for each indicator, which will identify the data sources and collection methods. The M&E Plan must be updated and submitted annually, unless specified otherwise by USAID.

USAID Pakistan may support monitoring efforts for PATTA with a third-party monitor. This may include collecting data regarding adoption, productivity, and income changes of consumers of the agricultural technologies. Use of third-party monitoring will be done in close consultation with the Contractor and will be incorporated into the Contractor's M&E plan. Contractor will be responsible for data collection costs associated with agreed PATTA indicators, not for third-party M&E indicators.

USAID Pakistan intends to conduct one or more external evaluations of PATTA, including a mid-term evaluation. These evaluations are intended to document progress as well as make recommendations to increase the efficiency and effectiveness of PATTA. While the Contractor is not responsible for the conduct of this evaluation, the Contractor shall cooperate with and provide information as needed to the evaluation team.

<u>Knowledge Management and Learning</u>: The Contractor will incorporate a Knowledge Management and Learning Plan in the M&E Plan to strengthen feedback mechanisms to address emerging needs and to effectively and quickly integrate lessons learned into PATTA's activities. The Contractor is encouraged to include innovative approaches which build upon industry best practices.

## [END OF SECTION C]

B. Delete "Section L.8.5 Contractor's Performance Work Statement (PWS) (See Section M.4.1)", in its entirety and replace with the following;

# L.8.5 Contractor's Performance Work Statement (PWS) (See Section M.4.1)

The Technical Proposal must include a "Performance Work Statement" section describing the Offeror's proposed approach, methodologies, and activities to achieve the articulated objectives and development results contained in Section C. The Offeror must also propose key activities and deliverables that align with the achievement of each objective in Section C, which the resultant Contract may incorporate in Section F.9 and F.10. The offeror will propose measurable performance standards (i.e., in terms of quality, timeliness, quantity, etc.) and the method of delivering these performance standards against the indicators proposed. These proposed performance standards establish the performance level required by the Government to meet the contract requirements. The standards shall be measurable and structured to permit an assessment of the contractor's performance.

In this section, the Offeror must demonstrate a thorough understanding of the development and political context in Pakistan, including past and existing programs by the Government of Pakistan, USAID and other development partners, and position PATTA to complement and build on these efforts. The discussion must also demonstrate a strong knowledge of Pakistan's agricultural sector, including the capacities of agricultural technology suppliers operating in Pakistan, demand and opportunities for agricultural technologies, the degree to which the technology meets that demand, its cost effectiveness, and the factors which limit and/or enable widespread adoption, which are backed by analysis and tangible examples. The technical approach must include specific, illustrative activities and potential activity partners to demonstrate how contract results will be achieved and sustained. The Offeror should present a clear rationale for geographic areas of focus where PATTA's resources will cost-effectively maximize impact.

The Offeror must apply its understanding of the context to support an innovative, realistic, and sustainable PWS. For example, the Offeror must demonstrate how it will engage the private sector, directly or indirectly benefit smallholder farmers, facilitate dissemination of information on agricultural technologies, and focus on women in PATTA's activity design and implementation, to achieve contract objectives.

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The Offeror must propose targets (both annual and life of project) for contract results that are ambitious and realistic, and based on thorough market analysis and a clear understanding of the local context.

The Offeror must identify risks and challenges that it will face during implementation and how it will innovatively and successfully overcome those risks and challenges.

The proposed PWS must integrate cross-cutting themes such as, environmental best practices, gender, local participation and ownership, and monitoring and evaluation, and incorporation of knowledge management and learning to address emerging needs and to effectively and quickly integrate lessons learned into PATTA's activities.

The Offeror will identify interventions to build the capacity of local public and private sector organizations to make them effective development partners and ensure their sustainability. The Offeror must discuss how it will leverage additional resources through various structures (i.e. sub-grants, sub-contracts, Global Development Alliances, Memoranda of Understanding) with private sector partners, ideally on at least 2:1 basis or greater share by other partners.

The Offeror must include a draft Logical Framework as Annex D to the Technical Proposal. The draft Logical Framework will describe the causal model that informs the proposed set of indicators that will measure contract inputs, outputs, intermediate results, and outcomes. The indicators will propose both annual and life of project targets. The Offeror may draw upon relevant USAID standard indicators and develop additional custom indicators, as required. For each indicator, the draft Logical Framework must clearly identify data sources, frequency of data collection, collection methods, and the party responsible for data collection using a tabular format for ease of presentation Please refer to Log Frame Attachment or visit website <a href="http://usaidprojectstarter.org/content/logical-framework-lf">http://usaidprojectstarter.org/content/logical-framework-lf</a>. Indicators must have widely shared definitions and allow aggregation of results across the entire contract. The offeror must also clearly mention if there are any subcontracts or grants involved under this contract.

The proposed PWS by the offeror must clearly include performance standards and associated metrics and must clearly indicate expected outputs and outcomes.

The Offeror must include a draft first year annual work plan as **Annex G** that describes the start-up, management, and staffing plan for the first year, proposed activities of the first year, and information on how activities will be implemented in a collaborative and coordinated manner with proposed sub-contractors, sub-grantees (if applicable), and stakeholders. The draft first year work plan must also propose annual accomplishments and progress towards achieving outputs that will ultimately lead to achievement of objectives.

#### **Attachments:**

Attachment 01: Revised RFP NO. SOL-391-16-000028- Pakistan Agricultural Technology Transfer Activity (PATTA) - Amendment No 02.

[END OF AMENDMENT NO 02]